

Strategic Visions

Our blueprint for
the future

About Tucson

Tucson has been continuously settled for over 12,000 years. It celebrates a diversity of cultures, architecture, and peoples. Yet, it is one of the “Mega-Trend” cities of the 21st Century with the Optics Valley, leading-edge health services for the Southwest, the astronomy center of the world, and the University of Arizona—a premier research facility.

Tucson boasts the best of both worlds—the progress and innovation of a metropolitan community, and the friendly, caring atmosphere of a small town rich in history.

Tucson’s rich cultural heritage centers around a unique blend of Native American, Spanish, Mexican, and Anglo-American influences. Blessed with the natural beauty of the Sonoran Desert and an unsurpassed climate of 360 sunny days a year, Tucsonans embrace a rare lifestyle and are committed to preserving that quality of life.



Tucson City Government

Robert Walkup	Mayor
José Ibarra	Council Member Ward I
Carol West	Council Member Ward II
Kathleen Dunbar	Council Member Ward III
Shirley Scott	Council Member Ward IV
Steve Leal	Council Member Ward V
Fred Ronstadt	Council Member Ward VI
James Keene	City Manager

The City of Tucson is a Council/Manager form of government. The legislative body is comprised of the Mayor and six Council Members who are elected at-large. Mayor Robert E. Walkup works

with the Council Members from the six wards to establish policies for the city. Once policies are set, it is the job of the City Manager, his staff, and the City Department Directors to implement these policies. The City government works closely with the citizens of Tucson to provide quality municipal services that promote a healthy community, offer opportunities for participation and leisure, and enable citizens to prosper at work and at home.



A Message From Chief Richard Miranda

Mission Statement

To serve the public in partnership with our community to protect life and property, prevent crime, and resolve problems.



As our city continues to grow and evolve, there is an ever-present responsibility to look beyond today and think strategically about the needs and expectations of our community, the impact of new technologies, the need for efficiency, and the demand for accountability. The Tucson Police Department holds firmly to our mission statement and the values that exemplify who we are and what we do. Achieving our mission is not possible without a strong strategic direction for our future. Our Strategic Visions and Work Plan provides long-term direction, outlines what our agency is trying to become, and gives the Department a blueprint for focused action.

With four separate and distinct bureaus making up the Tucson Police Department, the process of creating the Strategic Visions and Work Plan has been a coordinated effort. The effort culminated in the development of five visions that I feel are imperative to a successful future. Objectives and initiatives that are flexible to the needs of the Department and the community accompany each vision.

Vision #1 — Ensure a safe community

Vision #2 — Create and support partnerships for an informed and involved community

Vision #3 — Create a working environment that allows employees to be responsive to community expectations

Vision #4 — Be an efficient and effective organization that is accountable to the community

Vision #5 — Focus on innovation

Our Strategic Visions and Work Plan is of little value without competent execution of the plan. The Tucson Police Department employs the best personnel who are committed to upholding the values of the Department. The daily accomplishments of our employees drive us toward the achievement of each vision. With our Strategic Visions and Work Plan, and strong execution of the plan, we will continue to enhance our relationship with the community and provide a safe environment for the citizens of Tucson. I am proud to be a part of an organization that is so dedicated to its purpose, “Ready to Protect, Proud to Serve.”



Values

- Leadership • Service Orientation • Integrity
- Excellence • Fairness • Teamwork • Personal Responsibility

“Ready to Protect, Proud to Serve”

Our Rich History

Tucson is located in southeast Arizona in a beautiful valley surrounded by mountains. Law enforcement in the “Old Pueblo” dates back to the time when the city was a walled Presidio under Spanish rule.

Responsibility for public order fell on the “Alcalde.” There were 38 soldiers in the Presidio from the garrison at Tubac charged with seeing to the safety of settlers. Indian attacks were a real threat to the westward expansion of trade and commerce.

With the Gadsden Purchase of 1853, Tucson became a part of the United States. When the Tucson Police Department was founded on April 22,

1871, the city was one square mile in size and had a population of 3,200 people. By 1921 the department had grown from a single marshal to 33 commissioned officers. Officers worked 12-hour shifts with an annual salary of \$1,800. They were required to provide their own uniforms, badge, gun, and ammunition, and they had to be married. The department began using motorcycles in 1914. A call box system was established in 1928. Radio communications did not come to Tucson until 1939, when Officer White built and installed the first system. The department now utilizes some of the most technologically advanced equipment, including mobile tactical computers in patrol vehicles and handheld radios.

Today, the Tucson Police Department has a Chief of Police and a four-bureau system. The department is made up of nearly 1,000 commissioned officers and more than 300 civilian employees. We serve a community of over 490,000 citizens and cover more than 225 square miles. The four bureaus work closely to provide excellent service to this continuously growing community.



Tucson Police Department — Yesterday...

2002 City of Tucson Crime Rate

Tucson experienced a 1.1% decrease in its Part I Crime Rate for 2002, compared with the rate for 2001.

With 9,845 Part I crimes per 100,000 persons for 2002, Tucson's serious crime rate is still below its average of 10,663 for the last two decades and well below its high of 12,840 per 100,000 persons in 1989.

Most of the Part I decrease seen during 2002 is accounted for by reductions in Auto Theft and Robbery rates. The Homicide count (51) for 2002 increased 18.6% from 2001 (43), but did not approach its all-time high of 65 in 1995. The Burglary rate is near its lowest during the last 18 years, while crime rates for Narcotics and Other Assaults are at or near their highest during the same period. Tucson's overall 2002 crime rate, given population growth, is about the same as it has been in recent years.

The count of total reported crimes in Tucson for 2002 (119,982) was up 2.5% from 2001 (117,075). There were noticeable increases in total Burglaries, Larcenies, Frauds/Embezzlements, Driving Under the Influence, and Disorderly Conduct cases, while a decline was seen in Robbery, Auto Theft, and Runaway Juvenile incidents.



...and Today

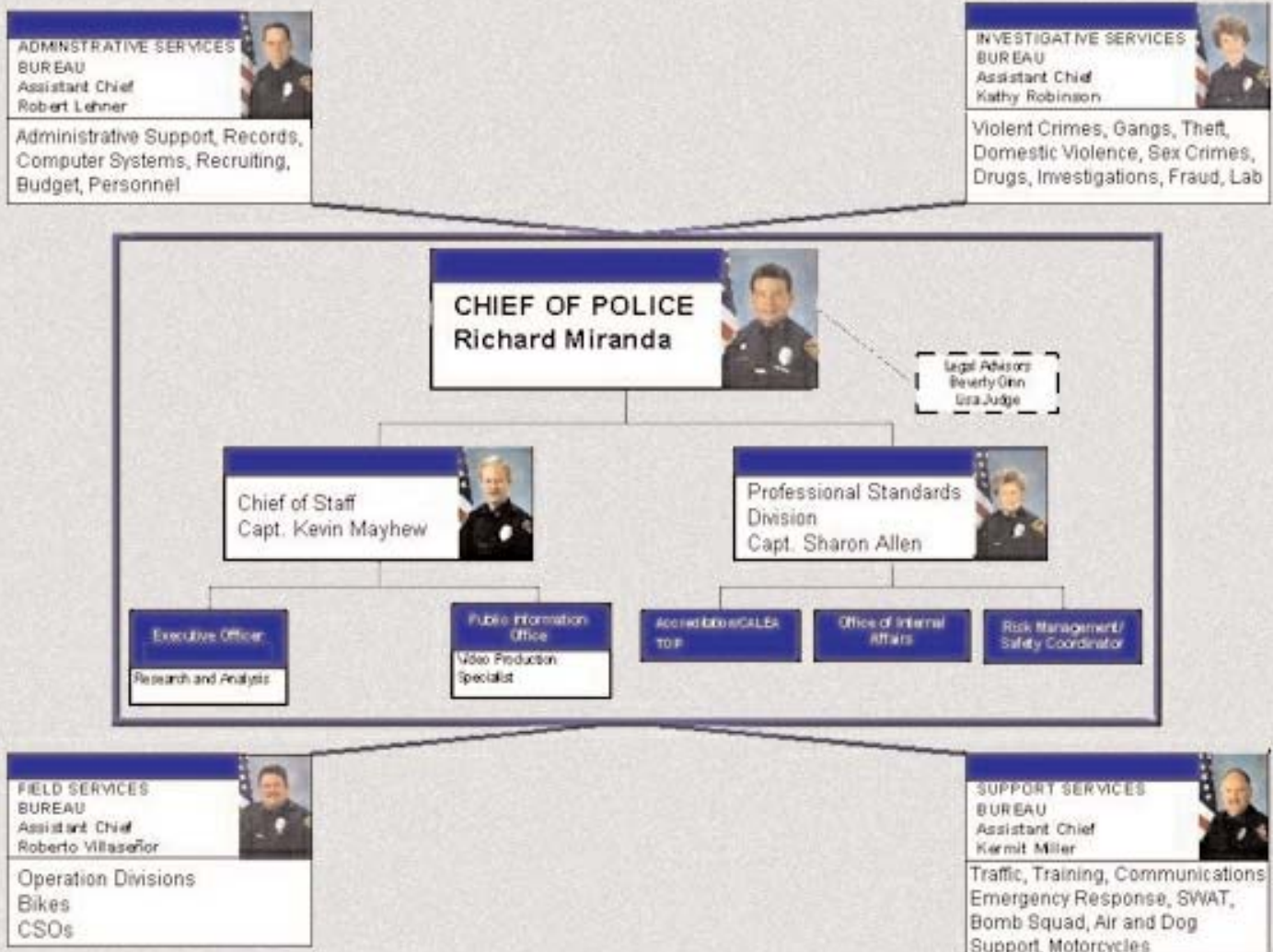
Our Organization

The **Administrative Services Bureau** is responsible for supporting the operations of the Tucson Police Department. The Bureau manages police records, human resources, data services, supplies, budget, grants, and the vehicle fleet.

The mission of the **Investigative Services Bureau** is to conduct follow-up investigations to ensure violent and habitual criminals are arrested and prosecuted to the fullest extent.

The **Field Services Bureau** provides patrol services to the city. The Tucson Police Department operates using community-based policing, which places the primary focus on community partnerships at the neighborhood level. Patrol services are divided into five geographic areas of responsibility. The Field Services Bureau also includes Community Response Teams, Bicycle Patrols, and Neighborhood Crimes Detectives.

The **Support Services Bureau** is committed to providing specialized support functions that allow the Tucson Police Department to fulfill its mission.



Operations Division Midtown

In 2002, the Midtown Division began working toward using better quality information to detect crime patterns. Weekly meetings were held in the division to detect patterns and take action to stop crime before it happened. As problems were identified, resources were applied to resolve the issues at the earliest point possible to minimize victimization of the community. Better information yielded more efficient use of personnel to deal with crime issues.

Public Disorder issues became a top Midtown priority in 2002. Loud and unruly gatherings was the single largest complaint type from neighborhoods during the year. Strict enforcement of City Code ordinances regulating gatherings was instrumental in reducing unruly gatherings by nine percent within the division in 2002.



Vice Squad

The department is enhancing its efforts to address street prostitution. The Vice Squad conducted several operations throughout 2002 that dealt with prostitution issues in the city. They worked with the neighborhood associations and other community groups to deal with both the customers and the prostitutes. The squad conducted about 20 “John stings” resulting in the arrests of over 200 would-be customers of prostitution. The squad also addressed the prostitute problem throughout the city by posing as “Johns” and soliciting deals from prostitutes on the streets, especially in those areas with the most complaints.

The Vice Squad also took the lead role in addressing problem bars and other liquor violations in the city. They addressed the underage drinking problem by conducting undercover compliance checks in bars and coordinating uniform responses to arrest those who were violating liquor laws. They investigated several problem bars that were a concern to the neighbor-

hoods and followed up with the Arizona Department of Liquor Licenses. Most of these investigations resulted in fines, suspensions, or license revocations.

Special Investigations Section

The Special Investigations Section undercover officers assisted a major patent enforcement and bootlegging prevention company (Recording Industry Association

of America) and the Tucson Police Fraud Detail in an investigation into reproduced CD and DVD products being sold in multiple stores in the Tucson area during 2002. Undercover officers purchased bootleg copies of popular items that are protected by federal and

state laws from five local stores. One store even produced an item while the undercover officer waited. The investigation culminated in multiple search warrants and recovery of a multitude of evidence. The end result was a recovery of products and potential damages of \$760,464.

Street Narcotics

The Street Narcotics Section of the Tucson Police Department was formed in November 2001. The section is currently staffed with two details, a Narcotics Detective Unit consisting of a sergeant and six detectives, and a Street Level Undercover Narcotics Squad staffed with one sergeant and seven undercover officers. The primary mission of the Street Narcotics Section is to effectively address the street level narcotic problem within the city of Tucson, with the focus of improving the quality of life in the community and reducing violent and property crimes. This approach has been very effective as a result of several intense narcotic eradication operations. In identified areas around the city, a significant number of violent crimes, including homicides, robberies, and aggravated assaults, as well as property crimes involving burglaries, auto theft, etc., were being committed and

Vision #1 - Ensure a safe community

had a direct correlation with the street level narcotic dealing. A four-month initiative was instituted working with Operations Division South, Operations Division West, and community members. This operation resulted in the arrests of 37 individuals for narcotic sales and distribution. With the cooperation of the Pima County Attorney's Office, many of these habitual narcotic dealers are still in custody and many were sentenced to lengthy prison terms. The section is currently involved in several open air narcotic sales investigations that have already produced numerous felony arrests, felony arrest warrants, and search warrants, with many more to come.

In 2002, the Narcotics Detective Unit received 5,639 narcotics related cases and participated in 630 narcotics arrests. Also during the year, this unit initiated or assisted in the recovery of 1,688 pounds of marijuana, 3,281 grams of methamphetamine, 430 grams of cocaine, and various other forms of illegal drugs. The detective unit also worked with the Street Level Undercover Squad on numerous investigations and operations. In 2002, the Undercover Street Level Squad initiated 283 narcotics investigations and made 157 arrests. These investigations resulted in the seizure of 741 pounds of marijuana, 792 grams of cocaine, 283 grams of crack cocaine, and 311 grams of methamphetamine, along with various other illegal drugs.

Gang Reduction

In a time when many other parts of the country are experiencing escalating gang problems, the city of Tucson is realizing significant decreases in crime. This is part of the result of a continual strategic adherence to a comprehensive plan to reduce gang crime. The comprehensive plan is a three-prong approach of enforcement, intervention, and education (prevention). In 2002, gang crime experienced an overall 16% reduction. The most significant decrease was a 30% reduction in gang-related aggravated assaults. The Gang Interdiction Unit solved six of the eight homicides it investigated this year. Over the past two years, the unit solved 21 of the 23 homicides it investigated.

Violence Reduction Plan

In 2002, Operations Division South (ODS) began a Violence Reduction Plan in the Kino Coalition area. This area encompasses the South Park, Las Vistas, Western Hills, and Pueblo Gardens Neighborhood Associations. This plan was initiated as a result of six homicides and many aggravated assaults that occurred in the area during the first four months of 2002. Most of these acts of violence were the result of drug and gang activity.



In May 2002, ODS Sector officers, Bike officers, and Community Response Team (CRT) officers began working with the neighborhoods to identify problem individuals, houses, and areas in general. The officers conducted high visibility patrols and made numerous arrests for a

variety of criminal violations, causing most of the overt criminal activity to go underground.

A second phase of this plan began in late June with a major undercover operation, which was done in conjunction with the Street Level Narcotics Squad. The investigation culminated in the arrest of more than 40 individuals for the sale of narcotic drugs in mid-October 2002.

The project is currently in the maintenance phase. During this phase, ODS personnel are tracking the 40 arrestees for successful prosecution and to ensure they are restricted from returning to the area. Additionally, ODS personnel are assigned to identify new drug houses and dealers as they try to crop up and take root in the neighborhoods. The goal is to serve search warrants and make arrests on any individuals or groups who attempt to sell narcotics or engage in criminal conduct.

To date, this project has resulted in a significant reduction in violent activity in the area. There have been no homicides and aggravated assaults have dropped dramatically.

G.R.E.A.T.

The G.R.E.A.T. program taught its middle school and elementary school gang resistance curriculum to over 2,700 students within the city of Tucson. Additionally, over 500 students attended the G.R.E.A.T. Summer Program, a 6-week course offered free of charge through the G.R.E.A.T. grant. Student letters describing their G.R.E.A.T. Summer experiences were featured in the Tucson Daily Citizen, a local newspaper.



The G.R.E.A.T. Program also brought to two middle schools the “3-D Team,” two “little people” who tour the country describing their experiences of being bullied because of their size. As a result, students from one local middle school found the courage to report that they were being bullied. When confronted, the bully stated she felt her actions were wrong after listening to the team. All involved students agreed to attend mediation.

The Tucson Police Department G.R.E.A.T. Unit was also one of seven selected to pilot G.R.E.A.T. Families, a program aimed at fostering communica-

tion and conflict resolution within the family. Families meet for six sessions, 2-3 hours a session, to discuss topics such as goal setting, peer pressure, and role models. The G.R.E.A.T. Unit has completed two G.R.E.A.T. Families sessions.

“Children Are Priceless Passengers”

Acting upon the need to increase the use of child safety seats, the Traffic Enforcement Section formed a partnership with the Arizona Governor’s Office of Highway Safety and Tucson Medical Center (TMC). Under the terms of this partnership, TMC agreed to provide classroom facilities and administrative support to the Department for the Children Are Priceless Passengers Program (CAPP). The focus of this program is to educate caregivers on the proper methods of installing a car seat and to increase their use. Interested caregivers can register for an informative four-hour class taught by National Highway Traffic Safety Administration certified Tucson Police Department members. The course provides detailed instructions on the correct use of child safety seats. Upon conclusion of the class every family receives a new car seat, which they then install in their vehicle under the supervision of the instructors. There is a nominal \$25 registration fee requested from every registrant to assist with the continued purchase of new car seats.

This program was taken one step further and now serves as an option for motorists cited because they failed to restrain a child in a car seat. Under an agreement with Tucson City Court, a person receiving a child restraint citation can opt to enroll in CAPP. Upon completion of the course, the court dismisses the civil citation that they received with no further sanctions.



Operations Division East

In an effort to enhance neighborhood and community partnerships in support of the Tucson Police Department's Strategic Plan, the following initiative was adopted for research and development by the agency: "Develop a standardized method, to include feedback loops, for effectively working with neighborhood associations."

Operations Division East (ODE) has embraced the concept of enhanced neighborhood and community partnerships. The officers and command staff are dedicated to facilitating joint police/citizen involvement in the resolution of neighborhood issues and complaints. To that end, ODE has established a policy of mandatory attendance of an officer at all neighborhood association meetings where the neighborhood association requests the presence of an officer. Furthermore, all requests for assistance from the neighborhood associations are assigned to the sector Lead Police Officer (LPO). The sector LPO either designs and implements a plan to resolve the conflict or complaint or assigns the problem to a sector officer who works to resolve the problem.

Operations Division East has also continued to work with the Volunteers in Prevention (VIP) program. In this program, the VIP civilian personnel actively patrol their neighborhoods on alert for suspicious subjects, vehicles, or circumstances that might imply criminal activity. Upon seeing such activity, they report it to the Tucson Police Department by using the 911 system. VIP works for the residents of the neighborhood under the auspices of its respective neighborhood association.

School Resource Officers

School Resource Officers (SROs) have been very active in our high schools and recently instituted a training program based on the Drug Recognition Expert experience of some of the SROs. The program is based on Drug Identification Training Through Educational Professionals. A 16-hour course is taught by the School Resource Officers to school administrators, nurses, and faculty to help them identify the signs and symptoms of students who come to school under the influence of drugs or alcohol. The schools have partnered with CODAC Behavioral Health Services to provide a resource for treatment and the SROs are available to take the appropriate law



enforcement action when necessary. This training has been so popular we are currently working with Tucson Fire Department paramedics to provide this training to them. The officers have

worked with Superior

Court judges and bailiffs, Juvenile Court Alternative Center staff, and most of the school staffs in the Tucson Unified and Sunnyside School Districts.

Weed & Seed

Through the Westside Coalition Weed & Seed, the Tucson Police Department works to develop and improve partnerships with member neighborhoods. The Department provides a full-time project coordinator, who supports the neighborhoods with facilitation and coordination efforts. As a result of these partnerships, in 2002 the Westside Coalition Weed &

Vision #2 - Create and support partnerships for an informed and involved community

Seed helped the neighborhoods write a community development plan which addressed housing, transportation, public safety, historic preservation, and economic development. It has also facilitated progress towards creation of a neighborhood community development corporation, which would assist in providing a self-sustaining side to the project. Among the partners involved in the Westside Coalition Weed & Seed programs are:

- City of Tucson
- Pima County Board of Supervisors
- Arizona National Guard
- Tucson Unified School District
- United Way, Primavera Builders, and other local non-profits

Westside Coalition Weed & Seed also manages the Drug Education For Youth (DEFY) program, in conjunction with the City of South Tucson and the Arizona National Guard Drug Demand Reduction Unit. The program includes a five-day residential camp, followed by twelve months of workshops and activities designed to teach youth how to avoid drugs and gang lifestyles. Activities include physical fitness, mentoring, leadership, teamwork, problem solving, and other information designed to help kids keep off drugs and away from gang lifestyles.



Traffic Outreach Efforts

On several fronts, the Department developed and instituted a number of outreach efforts designed to increase traffic awareness and education

amongst the Latino community. Motor officers from the Traffic Enforcement Section developed an educational program designed specifically for families participating in Head Start. Head Start is a federally funded program designed to assist disadvantaged families. The officers' presentations include information on the use of child safety seats, traffic safety, impaired driving, domestic violence, and the role and duties of law

enforcement officers, along with a variety of other issues. In addition, the section distributed alcohol awareness booklets throughout the community. The booklets, provided by the Miller Brewing Company, provide parents with a guide on how to discuss alcohol awareness with their children. Both an English and Spanish version were distributed. We also participated in a number of interviews with Spanish language media outlets on the topic of traffic safety, specifically to increase the use of child safety seats. The information provided crossed over the border as articles appeared in newspapers distributed in Mexico.

"WatchWord"

In its continuing effort to educate the community, the Crime Prevention Unit publishes the monthly newsletter *WatchWord*. This newsletter is mailed to the Neighborhood Watch groups and neighborhood associations within the Tucson city limits.

Approximately 2,800 copies are distributed each month. It is also published on the Department's Website. Each issue provides readers with information that can be used to combat crime and maintain or increase the quality of life in their neighborhoods. A recent new feature in the *WatchWord* is a children's section that uses puzzles and games to teach and reinforce safety issues, such as "stranger danger" and what to do when home alone after school.

Public Information Office

Law enforcement agencies do not work alone in the fight against crime. The Department relies upon the community to assist us in getting criminals off of the streets and making the city of Tucson a safer place to live. Keeping the public informed about what is occurring in their community, and what they can do to assist us, often plays an important role in solving crimes. Working with local media outlets, the Public Information Office disseminates information to the community through programs such as *Tucson's Most Wanted* and 88-CRIME.

Tucson's Most Wanted is a feature of the KOLD-TV news program that is aired during several newscasts each week. *Tucson's Most Wanted* features individuals who are being sought by police and asks for the public's help in bringing them to justice. The feature is used to find the whereabouts of subjects whose identity we know, as well as to find out the identity of an unknown subject through a description, photos, or video of the unidentified subject during commission of the crime. Citizens who have information are encouraged to call 88-CRIME.



88-CRIME is a program set up by the Pima County Attorney's Office to receive tips and information from the public regarding identities and locations of wanted subjects, and details about crimes. Callers may remain anonymous. Occasionally, the County Attorney's Office or local groups provide rewards for tips leading to the arrest of a subject.

These features, and the community's willingness to provide information, have proven successful in aiding the Tucson Police Department and other local agencies in identifying, locating, and prosecuting criminals.

The Department continually works to build on our relationship with the media to ensure the continued success of these features and create additional programs that will assist not only in solving crimes, but also in educating the public in how they can protect themselves and keep their neighborhoods safe.

Office of Professional Standards

The mission of the Office of Professional Standards (OPS) is to serve the public by investigating concerns and complaints regarding department members. OPS ensures the integrity and reputation of the Department by conducting objective, fair, honest, and thorough investigations that preserve the rights of citizens and employees alike.

An open and accessible citizen complaint process is essential to maintaining public trust. To maintain this trust, OPS accepts complaints through a variety of methods, including walk-ins to any police facility, telephone calls, faxes, written letters, electronic mail, and direct contact with the Independent Police Auditor's Office.

All police employees, supervisors, and commanders are tasked with bringing concerns of misconduct to the Office of Professional Standards to promote accountability within the organization and provide for corrective action if required.

The Office of Professional Standards is committed to providing feedback to both citizens and officers alike and analyzing complaints on a continual basis to identify policy failures. The Office of Professional Standards plays a crucial role in the Tucson Police Department and its positive relationship with the community.

Advanced Officer Training

The Advanced Officer Training (AOT) Section of the Training Division is responsible for a variety of the training needs and mandates for the Department. The AOT Section conducts three training sessions annually to train commissioned members in subjects ranging from criminal law to community issues. The AOT Section also trains police officers in the various proficiency skills required for their everyday duties such as driving, defensive tactics, and firearms.

In 2002, the AOT Section has been particularly busy with some significant changes in the area of firearms. The Department is changing the type of handgun that officers will be using. Commissioned members will all be issued and trained in the use of the Glock 22 .40 caliber semi-automatic pistol. This weapon is equipped with a small flashlight mounted to the handgun, as well as a sighting system that glows in the dark. These additions will provide officers with a greater tactical advantage than they have ever had.

The Drivers Training staff has developed a driving simulator to supplement the training of officers in the techniques used in high-speed vehicle operations. This simulator represents the innovative and collaborative work of the training staff in cooperation with the City's Fleet Services employees. They created a device that simulates an actual pursuit using a modified police car and audio/visual components without the officer actually driving. The simulator was developed at a fraction of the cost associated with purchasing the product, and will save money required for maintenance and wear and tear on actual vehicles that were being used for the training.



First-Line Supervisor Training

Becoming a supervisor adds an additional level of responsibility and accountability to being a police officer. It is important to ensure first-line supervisors are adequately trained for the position. When officers earn the rank of sergeant, they must successfully go through a sergeant's training program. The program includes a 40-hour Supervisor's Workshop and a 10-week Field Training Sergeant's Program. Sergeants are required to attend Advanced Officer Training specific to sergeants throughout the year, in addition to the Advanced Officer Training mandated for all department personnel.

Recruiting

All employees of the Tucson Police Department must possess many qualities essential to the service they provide to the community. The values of the Tucson Police Department encompass many of these qualities. The Tucson Police Department Recruiting Unit seeks to recruit qualified applicants to fill all authorized vacancies. This objective is reached through advertising, attending job fairs, and the Police Officer

Vision #3 - Create a working environment that allows employees to be responsive to community expectations

Recruiting Referral Compensation Program.

Advertising is accomplished through local newspapers, radio stations, and television channels. The Recruiting Unit attended five job fairs in 2002 and reached several hundred potential applicants.

The Department also offers a Police Officer Recruiting Referral

Compensation Program as an incentive to

employees to recruit candidates. If a

referred candidate is hired and begins the Academy, the employee who referred the candidate receives \$200.



Employee Assistance Program

Law enforcement can be a highly stressful job for police officers as well as civilians employed by the department. The stress can affect the employee in many ways, including their family and personal life. The Tucson Police Department is committed to providing a supportive environment for all employees. The City of Tucson has a contract for Employee Assistance Program services that are available to all City employees and their families. The company, Contact Behavioral Health, has several locations throughout the city for the convenience of all employees. Among the services available are confidential alcohol dependence evaluations with recommendations, individual and family psychotherapy, mediation, psychological assessment, crisis intervention, outpatient drug and alcohol counseling, and many others. Employees and family members may call Contact and receive six free sessions per year for any issue. If another issue comes in, they receive another six free sessions. The Tucson Police Department Behavioral Science Unit staff routinely refers employees and their families to Contact for confidential counseling services. The Employee Assistance Program is essential to maintaining a healthy Department.

Peer Counseling

In addition to contracted off-site counseling for employees, the Tucson Police Department has peer counselors available to all Department employees. As members of the Behavioral Science Unit (BSU), two sergeants act as peer counselors. Both sergeants have completed extensive training relevant to employee assistance and became nationally certified Employee Assistance Professionals in 2002. To maintain their certification, they continue to complete education and training programs. They do not provide therapy. However, they will discuss any issue and make appropriate referrals, if necessary. Topics of discussion include job questions, career counseling, crisis intervention, and personal issues such as marital conflict or anger difficulties. Some concerns do not need referrals, as it is often helpful just to talk to someone who understands police work and its stresses. The sergeants may be contacted at any time and will meet the employee at the BSU office or at a location of the employee's choosing. Conversations are completely confidential, within certain limits. The Department also employs a full-time psychologist as the supervisor of BSU who can provide further assistance to employees.

Crisis Intervention Training

Crisis Intervention Training (CIT) provides officers with additional training in de-escalating potentially violent situations by interacting knowledgeably and effectively with citizens who have long-term problems such as chronic serious mental illness, developmental disability, brain injury, and homelessness. The CIT consists of 40 hours of advanced communication and officer safety skills instruction. The officers receive not only classroom instruction but also intensive role-play experience. The role players for the first classes were from a company that employs professional role players for law enforcement training. The company trained members of local organizations in the role play techniques to enable the Department to provide the training more often and at less cost. Three classes were held during 2002, with a total of 95 officers, deputies, and civilians trained. Two more classes are planned for 2003. The goal is to train approximately 20% of the patrol force of the Tucson Police Department.

Multi-Service Center Update

Operations Division Midtown will have a new home by the end of 2003. This \$10 million construction project is underway on the City of Tucson's Midtown Multi-Service Center, which will be located on the northwest corner of 22nd Street and Alvernon Way at Reid

Park. The majority of the Service Center, approximately 40,000 square feet, will be used for police services. The Tucson Water Department and a Finance Cashier will also share the facility. Upon completion, the community will have access to a large meeting room, improved parking, and access to the SunTran bus system. A portion of the Reid Park bike path surrounding the Service Center has been re-routed and improved.



personal protective equipment and transported to a recycling facility.

While progressing through the construction process, space was allocated for a concrete support pad and a rear maintenance access road for the trap. A stabilizing granite substance was selected as the new flooring for the range. This substance, similar to that used on park walkways, allows for the drainage of rainwater while providing a stable shooting platform. To

reduce the possibility of rounds ricocheting back and striking shooters, the target stands were placed in an inverted position. An unforeseen benefit of this design was the increase in available shooting positions from 40 original positions to 51 new positions. The targeting system was upgraded from the previous computer software, allowing firearms staff to individualize shooting courses based upon the need and desired outcome of the envisioned training. The system also included 100 feet of a "Dual Running Man" track. Staff will now be able to operate two targets independently of each other as they travel along the track.

Firearms Range Improvement

In March of 2002, Chief Miranda made the decision to temporarily suspend operations of the Department's firearms facilities due to a number of safety considerations. During the suspension period, research began into identifying long range solutions that would address the safety issues discovered. A number of necessary safety improvements were recommended and ultimately completed. The current dirt backstop and targeting system was replaced with a "Total Containment Bullet Trap." Traps of this type allow the shooter to discharge a round into the trap, which is deflected into a swirl chamber where it decelerates and ultimately falls into a plastic bucket. Rounds can then be collected safely with minimal

With the help an interdepartmental agreement between the training center and the Arizona Department of Corrections, inmates worked diligently on the installation of the

stabilized granite substance thus saving the City thousands of dollars in labor. The research and hard work



Vision #4 - Be an efficient and effective organization that is accountable to the community

will pay off in early 2003 when the newly remodeled firearms range is opened. This facility will assist in making southern Arizona law enforcement officers some of the best-trained officers in the country.

Operations Division Downtown

In June of 2002, Chief Miranda directed that the first new patrol division in forty years be established. The formation of Operations Division Downtown (ODD) constituted the first step in a general plan by the Tucson Police Department to meet the growing demands of the community. These efforts were connected to and integrated with the City's strategic plan to provide better service to the community, with the downtown area as the starting point.



ODD also recognizes that downtown is a diverse and blended community of businesses and neighborhoods. Its unique social problems require a balanced, customized approach, and offers myriad opportunities for collaboration. One example is ODD's relationship with Cope Behavioral Health. This partnership has three components: a "neighborhood safety packet" empowering residents to solve area problems, Primavera cleanup crews responsive to calls from field sergeants, and the monthly pairing of a social services outreach worker with a downtown police officer. Coordinating these three components is an ongoing effort and is resulting in a successful partnership that benefits the community as a whole.

Whether driving a patrol car, walking, riding a bicycle or quadrunner, or cruising in one of the new electric GEM vehicles, the personnel of Operations Division Downtown have made a positive impact in the area.

Three sergeants, twenty officers and four Community Service Officers volunteered for the new division, in addition to a management staff of one captain, two lieutenants, and a part-time community resource sergeant. Housed at police headquarters, this small, dedicated force began patrolling a 1.9 square mile area on July 28, 2002. Initially, the division's hours of operation were from 0700-2400 daily.

The three primary goals of the division are crime control, visibility, and quality of life.

The crime control effort netted 2,313 arrests during the first five months of operation. Downtown is an increasingly busy place with its many parks, government buildings, and convention center. Special events are a weekly occurrence. ODD has managed to send officers to nearly every event, creating high police visibility. Quality of life issues are met in a number of ways. For example, several downtown officers received Crisis Intervention Training. As a direct result, a chronically mentally ill "fixture" on 4th Avenue received the assistance that she needed, and is off of the streets.

Communications Growth

When Operations Division Downtown was being created, the Communications Division began the process of acquiring radio and computer equipment that would allow ODD to work separately. The fifth open frequency and position was the first new dispatch position added in over 30 years. Preparations for a sixth frequency that is anticipated to come on line within the next few years are being made. Reduction of frequency over-saturation is critical to the safety of officers in the field, as well as reduction of stress for dispatchers operating those frequencies.



Internal Communication

Accurate and timely information is important to the efficiency and effectiveness of the Tucson Police Department. Changes in laws, regulations, and court decisions occur frequently and require changes in Department policies and the way we do business. It is imperative that this information reaches Department personnel in a timely manner. Many methods exist to disseminate information.

A *Daily Bulletin* is published and distributed throughout the Department. The *Daily Bulletin* includes special assignment openings and general announcements.

Daily squad briefings and beat books are used to disseminate information throughout the patrol divisions.

The majority of Department members have access to an email system that is also shared by all other City departments. This system, known as GroupWise, allows each member to have an email account where they receive important updates and information. GroupWise enables members to view and print information, as well as enabling them to correspond with other members.

The Chief personally delivers important internal information through a monthly video titled "The Informer." In the video, the Chief discusses issues affecting the Department and informs members of what lies ahead. The video is also used to recognize members who have received awards at the most recent awards ceremony. Each squad watches "The Informer" in briefing when it is released each month.

Information is also available to members of the Department on the Tucson Police Department Intranet Website. The Intranet contains

information about upcoming training, shares employee accolades received from the public, and provides access to General Orders, Command Directives, City Code, and other legal information. "The Informer" can be viewed on the Intranet, as well.

The Department strives to ensure the dissemination of information within the agency is accurate, timely, and reaches everyone who needs it.

Budget: Financial Resources FY 2002

Chief's Office	\$ 3,445,330
Police Grants	12,175,900

Forfeiture Funds Account	2,345,520
Administration Services Bureau	24,116,660
Field Services Bureau	31,897,610
Support Services Bureau	15,697,580
Investigative Services Bureau	16,915,150

Operating Total	106,593,750
Capital Improvement	1,723,500

Total	\$108,317,250
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Character of Expenditures

Personnel Services	\$ 78,641,430
Services	10,633,100
Commodities	3,818,780
Equipment	2,476,230
Other	7,397,200
Inter-Activity Transfers	3,627,010

Operating Total	\$106,593,750
Capital Improvements	\$ 1,723,500



Crime Laboratory

The Crime Laboratory began a new database program in 2002 for firearm evidence. The Integrated Ballistics Identification System (IBIS) is a computer-based system that acquires digital images of fired cartridge cases and bullets from crime scenes and test fires from seized firearms. These images are entered into the database. A database search is conducted and a firearms instructor retrieves potential matches for review. The system is capable of linking fired cartridge cases and bullets from different crime scenes to the same firearm. This provides the investigator with information that would otherwise be unavailable and can be useful in solving a crime. All forensic laboratories in Arizona are connected to the system.



internal and external users. A computer help desk was developed to provide better end-user technical support, especially to the officers in the field. Work began on a Wireless Local Area Network to extend the benefits of full computer functionality to patrol cars in the streets. A request for services was developed for an Automated Field Reporting System, which would greatly reduce the labor required to create police reports. This is on target to be completed and operational in FY/03-04. A civilianization of the ISD's management team also occurred, replacing a rotating crew of sworn officers with industry experts in permanent information management positions. This allows for the most effective and efficient service in the ISD while placing officers back into patrol division to provide the best service to the community.

Automated Pawn System

In an effort to streamline the process of inputting pawned items into a central database, the Pawn Unit has been utilizing an Automated Pawn System and working closely with some of the major pawn shops in the city.

With the Automated Pawn System, the pawn shops electronically send required information about pawned items to the Pawn Unit. This information is automatically added to the database, eliminating the manpower that used to be required for the data entry.

With the information automatically added, the database reveals real-time information. Prior to this system, the Pawn Unit was seeing a backlog of data that was waiting to be entered due to the high volume of items pawned daily. Also, because data entry is no longer an issue, even the smallest, least expensive items make it into the database immediately. This greatly benefits the Pawn Unit during investigations and in the timely recovery of stolen items. It reduces the amount of time the unit must put a hold on items and helps the Department to return stolen items to victims more quickly.

Information Services

The Information Services Division (ISD) underwent many changes during the year. ISD is responsible for ensuring information can be created, retrieved, and shared by Department staff securely, accurately, quickly, and reliably. To meet those goals, ISD staff began a strategic realignment of resources. It moved from in-house developed systems, which are difficult to maintain and change, toward commercial off-the-shelf systems, which are not. This allowed the staff to become more responsive to the needs of its



Vision #5 - Focus on innovation

Not all pawn shops in the city participate in the automated system; however, the unit is working to get as many shops online as possible to create an efficient process for everyone involved.

COPLINK

The Tucson Police Department and COPLINK again gained national attention in 2002 as a group consisting of Department personnel and the president of Knowledge Computing Corporation, the producer of COPLINK, were flown to Montgomery County, Maryland to assist in the sniper investigation.

COPLINK is a high-tech computer program created through a University of Arizona/Tucson Police Department partnership that can connect the databases of numerous law enforcement agencies, allowing the agencies to share information. Searches conducted on one database will reveal information from all connected databases, allowing for the comparison and association of crimes, locations, offenders, and other information important in solving and prosecuting a criminal case.

On the day the group arrived in Maryland, two subjects were taken into custody. The information that the sniper task force had amassed through the course of their investigation resided in five different databases and data types. The group spent a day assessing the information and data that was being used in the investigation and then spent about five more days migrating all of the data into a COPLINK database server. Department personnel conducted demonstrations and training sessions for several analysts, investigators and managers. After the investigation information was available in COPLINK, investigators were able to conduct association searches on all the data for a period of time surrounding each killing. The names of the two subjects that were in custody were revealed as potential suspects.

The efforts of the personnel from the Tucson Police Department left Montgomery County with an important tool to conduct follow-up analysis of the entire investigation to look

for additional suspects and to solidify their case against the two arrestees. COPLINK can also be utilized in future investigations by Montgomery County police at the beginning of a case to assist in the quickest possible identification and apprehension of suspects.

TOP

As criminals become more progressive, law enforcement agencies must develop innovative methods of identifying and stopping crime patterns. The Tucson Police Department's Targeted Operational Planning (TOP) Unit provides the Department with a mechanism to identify, target, and interdict crime trends, and to reduce crime through the use of good crime data and analysis, the implementation of proven interventions, and follow-up to identify successful strategies.

The philosophy behind TOP is based on four principles, developed through NYPD's CompStat program, which have proven to be essential ingredients of an effective crime-fighting strategy: Accurate and Timely Crime Information, Effective Tactics, Rapid Deployment of Personnel and Resources, and Relentless Follow-up and Assessment.

TOP Initiatives, which are reviewed in periodic meetings with agency management, are the result of constant scanning using crime mapping, statistical analysis and information from citizens, police officers and others. Locations of police incidents are geocoded nightly to provide rapid access to emerging trends and up to date information for analysis and assessment purposes. Problem Oriented Policing methods, including the SARA model, are used to pursue successful resolution of crime and disorder problems.

The TOP program is assigned to the Accreditation Unit Lieutenant with a support staff of a shared Senior Management Analyst and a Police Sergeant.



2002 People of the Year

Volunteer of the Year Mr. Russell Gursky

Russell Gursky is the most active of all of the Tucson Police Department volunteers. Each day he works in three different locations: Communications, Adult Sexual Assault, and the Traffic Section. He volunteers, on average, one hundred hours each month. He is extremely dedicated to the Tucson Police Department and has given us more than 16,000 hours of service since he became a volunteer in 1988. Mr. Gursky is an invaluable asset to the Department.



Reserve Officer of the Year Officer Michael Kud-Kudijaroff



In 2002, Reserve Officer Kud-Kudijaroff volunteered over 1,000 hours of service to the Tucson community. He is currently working a walking beat on Fourth Avenue. This is a high profile area where his years of experience and dedication to duty have truly made a difference. He has developed a professional, pro-

ductive working relationship with the Fourth Avenue shop owners, area residents, and frequent visitors. Also in 2002, Officer Kud-Kudijaroff paid his own way to attend the 2002 Winter Olympics and represented the Tucson Police Department as a non-paid police volunteer. He is to be commended for his commitment to the agency and the citizens of Tucson.

Civilian of the Year Mr. Robert Baker

Community Service Officer Robert Baker's enthusiasm for his work and his dedication to excellence are readily evident no matter what task he is assigned or volunteers to perform. From organizing, scheduling, and completing citizen call-backs, to investigating property crimes, to managing administrative duties, he consistently demonstrates superior job knowledge and commitment to serving the citizens of Tucson in the best, most efficient manner possible. He is an asset to the agency and the community.



Officer of the Year Officer Luis Bustamante

Community Policing is an essential element in how officers perform their job. Lead Police Officer Bustamante takes this to heart and demonstrates daily the benefits of the philosophy. He excels in fieldwork, quickly analyzing dynamic situations and responding appropriately. He is an experienced instructor and takes time to serve as a resource for co-workers when the need arises. LPO Bustamante is a natural leader who has earned the respect of his peers and the citizens he serves. His dedication to the community and the agency, and his personal values and integrity, are demonstrated in every aspect of his performance.

